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ABSTRACT

The status of accomplishment of the educational objectives for the Dade County Public School system for fiscal year 1983-84 was discussed. The District Comprehensive Plan contained 286 objectives, organized under the bureaus and offices charged with the responsibility for implementation of these objectives. All the objectives and status of accomplishment, as reported by the appropriate administrative unit were included in Appendix A. The self evaluation was supplemented by an independent review of a random sample of objectives for each bureau by the Office of Educational Accountability. The review was designed as an independent appraisal of the degree of completion of the system's objectives. Appendix B includes the Results of Independent Review. (DWH)

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STATUS OF ACCOMPLISHMENT OF THE DISTRICT'S OBJECTIVES FOR 1983 - 84

DADE COUNTY PUBLIC SCHOOLS
Office of Educational Accountability
1450 Northeast Second Avenue
Miami, Florida 33132

January, 1985

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INTRODUCTION

This document reports the status of accomplishment of the objectives of the Dade County Public School system for fiscal year 1983-84. These objectives, which were incorporated in the District Comprehensive Plan, 1983-84 to 1987-88, were adopted by the School Board on October 5, 1983.

The district's comprehensive plan is developed annually through a systematic districtwide process of specifying the goals and objectives of the school system, determining the present attainment of those goals and selecting strategies for improvement. An integral part of the planning function involves the annual follow-up on the status of accomplishment of the district's goals and objectives established during the prior year.

The District Comprehensive Plan, 1983-84 to 1987-88 contained 286 objectives for 1983-84, organized under the bureaus and offices charged with the responsibility for implementation of these objectives. At the close of the 1983-84 fiscal year, each administrative unit was asked to report on the status of the objectives for which they were responsible. For the purpose of this report, each objective was to be labeled as COMPLETED, PARTIALLY COMPLETED or LITTLE OR NO PROGRESS. The objectives and the status of accomplishment, as reported by the appropriate administrative unit, are included in Appendix A (pages 5 through 57) of this report. In order to limit the size of this document, only the overall objectives have been listed, excluding the detail statements of sub-objectives. A complete listing of the sub-objectives, including statements of evaluative data and additional resources needed to implement the objectives, can be found in the District Comprehensive Plan, October 5, 1983, available in the Office of Educational Accountability. In addition to the self-evaluation, an independent review of a ten percent random sample of the objectives of each bureau/office was conducted by the Office of Educational Accountability (at least one objective was selected for offices with less than a total of 10 objectives). This review was designed as an independent appraisal of the degree of completion of the system's objectives.

Chronology of Activities for the Development of this Report

May 17, 1984	- Memo and form sent to Superintendent's senior staff to obtain status of accomplishment of objectives (self-evaluation)
July 20, 1984	- Deadline for returning completed self-evaluation form to Office of Educational Accountability
Nov. 12, 1984	- Each bureau/office head was provided with a list of objectives selected for independent review and requested to provide the documentation necessary for the review
November 26 - Dec. 21, 1984	- Meetings with administrators responsible for implementation of the objectives. Several follow-up meetings (and/or telephone calls) were held with those administrators in cases where OEA lacked the required documentation or if additional information/assistance was needed
Dec. 19, 1984	- Copy of draft of report sent to Superintendent's senior staff with a request for review/comment

Status of Accomplishment of Objectives - Self-Evaluation

The tabulation on page 3 summarizes the status of accomplishment of the objectives as of June 30, 1984, as reported by the appropriate bureau or office. This summary organized by bureau/office shows that of the 286 objectives, 162 had been completed, 106 were partially completed, and 18 had evidenced little or no progress.

Status of Accomplishment of Objectives - Independent Evaluation

Through the use of a computer program, a random sample of 31 objectives (of a total of 286 objectives) was selected for an independent review. For these 31 objectives selected for independent review, the responsible bureau/office was asked to make available documentation to evidence the accomplishment of the objectives. Based on the documentation provided, the Office of Educational Accountability conducted an appraisal of the completion of the objectives. A summary and comparison of the self-evaluation and the independent review can be found on page 4. Comments on each of the objectives (including sub-objectives) selected for independent review are in Appendix B (pages 58 through 90).

The table below provides an overall summary of the results of the self-evaluation by the responsible bureau/office of the 286 objectives and the independent review based on the sample of 31 objectives.

Status	Self-Evaluation (Based on 286 Objectives)	Independent Evaluation (Based on 31 Objectives)
Completed	57%	45%
Partially Completed	37%	45%
Little or No Progress	6%	10%
Total	100%	100%

SUMMARY TABULATION OF ACCOMPLISHMENT OF OBJECTIVES BY BUREAU OR OFFICE
1983-84
(Based on Self-Evaluation)

The tabulation below provides a summary of accomplishment of objectives, grouped by bureau or office assigned primary responsibility for implementation of the objective. The numbers in parentheses show, as a percentage of the total objectives for the office/bureau, the number that have been completed, partially completed, or on which little or no progress has been made as of June 30, 1984. The definitions of the column headings are:

Completed: The objective as stated had been accomplished.

Partially Completed: Substantial progress had been made towards the achievement of the objective.

Little or No Progress: Little or no progress had been made towards the achievement of the objective.

BUREAU/OFFICE/DIVISION	TOTAL OBJECTIVES	COMPLETED	PARTIALLY COMPLETED	LITTLE OR NO PROGRESS
A. Bureau of Education	120	61 (51%)	51 (43%)	8 (6%)
B. Bureau of Governmental Relations	13	8 (62%)	3 (23%)	2 (15%)
C. Bureau of Personnel Management	5	2 (40%)	3 (60%)	Ø
D. Bureau of Staff Development	13	12 (92%)	1 (8%)	Ø
E. Bureau of Business Management	45	12 (27%)	27 (60%)	6 (13%)
F. Office of Administrative Operations	44	40 (91%)	4 (9%)	Ø
G. Office of School Operations	22	12 (55%)	8 (36%)	2 (9%)
H. Division of Management Audits	10	6 (60%)	4 (40%)	Ø
I. Office of Legislative and Labor Relations	2	2 (100%)	Ø	Ø
J. Office of Educational Accountability	12	7 (58%)	5 (42%)	Ø
K. TOTAL	286	162 (57%)	106 (37%)	18 (6%)

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COMPARISON OF SELF-EVALUATION AND INDEPENDENT REVIEW

The following is a summary and comparison of the self-evaluation and the independent review of ten percent random sample of the school system's objectives. Since the review was conducted by the Office of Educational Accountability staff, the review of the objectives of that office cannot be considered as "independent". The status shown is as of June 30, 1984. Further progress has been made on some objectives since that date. An asterisk next to the objective number in the second column indicates a variance between the status reported by the Bureau/Office and that found in the independent review. See Appendix B (pages 58 through 90) for details of the results of the independent review.

BUREAU/OFFICE	OBJECTIVE NUMBER	STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984 RESULTS OF SELF-EVALUATION	RESULTS OF INDEPENDENT EVALUATION
Bureau of Education	1.1.3	Completed	Completed
	1.3.1	Completed	Completed
	1.3.3	Completed	Completed
	2.3.5	Completed	Completed
	3.2.3	Completed	Completed
	3.2.5	Partially Completed	Partially Completed
	3.3.4	Partially Completed	Partially Completed
	3.4.9	Completed	Completed
	3.4.11	Completed	Completed
	3.5.1	Partially Completed	Partially Completed
	4.3.4	Partially Completed	Partially Completed
	4.3.6	Completed	Completed
	4.4.1	Partially Completed	Partially Completed
Bureau of Govern. Rel.	12*	Completed	Partially Completed
Bureau of Personnel Mgmnt. Division of Personnel Control	3	Partially Completed	Partially Completed
Bureau of Staff Development	8*	Completed	Partially Completed**
Bureau of Business Mgmnt. Office of Support Operations	2*	Partially Completed	Little or No Progress
	8	Partially Completed	Partially Completed
	9	Little or No Progress	Little or No Progress
	12*	Completed	Partially Completed
Dept. of Facility Plan and Construction	3	Partially Completed	Partially Completed
Division of Risk Mgmnt	2*	Completed	Partially Completed
Office of Admin. Oper.	1.5	Completed	Completed
	2.11	Completed	Completed
	3.9	Completed	Completed
	3.11	Completed	Completed
Office of Legislative and Labor Relations	1	Completed	Completed
Division of Management Audits	10	Completed	Completed
Office of Educational Accountability	2	Partially Completed	Partially Completed

*Identifies objective where the status of accomplishment as reported by the responsible Bureau/office differed from the independent review.

**This objective had been completed as far as the tasks and the responsibilities of the Bureau of Staff Development were concerned. The overall assessment of the accomplishment was classified as "Partially Completed" because one of the sub-objectives, which was contingent upon the completion of the Technical Skill Test by the Office of Educational Accountability, was not implemented. The Office of Educational Accountability did not complete test development until the Fall of 1984.

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APPENDIX A

This Appendix contains all the objectives of the Dade County Public School system for 1983-84 as stated in the District Comprehensive Plan, 1983-84 to 1987-88. Following each objective is the status of accomplishment as of June 30, 1984 as stated by the administrative unit responsible for implementation of the objective.

At the close of the 1983-84 fiscal year, each bureau/office was asked to report on the status of the objectives for which they were responsible. For the purpose of this report, each objective was labeled as COMPLETED, PARTIALLY COMPLETED, or LITTLE OR NO PROGRESS.

In order to limit the size of this document, only the overall objectives have been listed, excluding the detail statements of sub-objectives. A complete listing of the sub-objectives, including statements of evaluative data, can be found in the District Comprehensive Plan, 1983-84 to 1987-88, available in the Office of Educational Accountability.

MISSION OF THE BUREAU

The Bureau of Education develops, revises as needed, and implements a management system and plan of operation to emphasize, support, and implement educational policies. Policy development, articulated from the district to the areas and schools, is directed toward instructional program development and improvement, and operational procedures which will result in the delivery of comprehensive educational programs and services, kindergarten through adult levels, of a high quality. The Bureau directs the district program to lead to student mastery of basic skills, the ability to find information in appropriate sources, and the development of the ability to analyze and synthesize information through academic challenges in arts and sciences, foreign languages, and technological areas. The Bureau must ensure that all students--the academically talented, the handicapped, the low achieving, the economically disadvantaged, and the limited English proficient--are made aware of programs and services available in the schools through federal, state, and local funds, and establish procedures for counseling students into appropriate programs which are geared to specific academic requirements and career goals which are established in order that students may reach their intended post-secondary aspirations.

Objective 1.1.1

The Office of Elementary and Secondary Education will develop materials to improve performance on the statewide tests of minimum student performance standards in reading, writing, and mathematics.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.1.2

The Office of Elementary and Secondary Education will review the mathematics curriculum to insure that students are being appropriately challenged.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 1.1.3

The Office of Elementary and Secondary Education will implement inservice training programs for elementary and secondary school teachers to improve their instructional capabilities in mathematics skills, especially in light of revised instructional objectives.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.1.4

The Office of Student Support Programs will identify, modify, and/or develop curricula to be correlated with the Miami Model of Minimum Performance Standards and Basic Skills in order to improve academic performance of exceptional students.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 1.1.5

The Office of Student Support Programs will identify, modify, and/or develop curricula to be correlated with the minimum performance standards for promotion at grades 3, 5, 8, and 11 in order to improve academic performance of minority exceptional students in target schools.

Status of Accomplishment as of 6/30/84: **Partially Completed**

Objective 1.1.6

The Office of Elementary and Secondary Education will review the entire Language Arts curriculum, revising it to create an articulated, balanced program with a clear scope and sequence from grades K-12.

Status of Accomplishment as of 6/30/84: **Completed**

Objective 1.1.7

The Office of Elementary and Secondary Education and the Bureau of Staff Development will assure that an appropriate, coordinated and comprehensive inservice education program in the use of the computer in education is developed and implemented in order to equip personnel to provide an effective computer education program in the Dade County Public Schools.

Status of Accomplishment as of 6/30/84: **Completed**

Objective 1.1.8

Each student in the Dade County Public Schools shall be provided with the opportunity to develop facility in the use of computers consistent with individual needs, abilities, and aspirations.

Status of Accomplishment as of 6/30/84: **Partially Completed**

Objective 1.1.9

Parents, community leaders, college and university personnel, and representatives of business and industry shall be requested to provide input to the computer education program in the Dade County Public Schools.

Status of Accomplishment as of 6/30/84: **Completed**

Objective 1.1.10

The Office of Elementary and Secondary Education will arrange for the purchase of additional microcomputers to increase the amount of student access time.

Status of Accomplishment as of 6/30/84: **Completed**

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BUREAU OF EDUCATION

Objective 1.1.11

The Office of Elementary and Secondary Education shall establish a process whereby the centralized development, collection, and dissemination of computer education information, curriculum, software, and hardware can be accomplished.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.2.1

The Office of Elementary and Secondary Education will expand its efforts in the schools classified as deficient in reading and writing.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 1.3.1

The Office of Elementary and Secondary Education will provide onsite service to implement RS/VP in elementary schools adopting and initiating the system in 1983-84.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.3.2

The Office of Elementary and Secondary Education will implement a management/remediation program in the 7-12 feeder patterns of all senior high schools that are classified as deficient in 1983.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.3.3

The Office of Elementary and Secondary Education will provide parents of children in the elementary grades with those skills and strategies they must possess in order to help their children master basic skills.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.3.4

The Office of Elementary and Secondary Education, in conjunction with the Bureau of Staff Development, will provide inservice for elementary and secondary teachers which focuses on improving students' ability to develop/utilize critical thinking skills such as analysis, synthesis, inference, and generalization.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.3.5

The Office of Elementary and Secondary Education, in conjunction with the Bureau of Staff Development, will provide inservice for senior high school teachers in the techniques of teaching composition and improving students' writing skills. Efforts will be made to coordinate this inservice with the University of Miami and the Bay Area Writing Project.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.4.1

The Office of Elementary and Secondary Education will develop a reading enrichment program that can be incorporated into required English courses at the secondary level.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.4.2

The Office of Student Support Programs will develop, implement, and field test additional Career Awareness/Basic Skills Learning Activity Packages which "infuse general education objectives with a career education emphasis."

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 1.5.1

The Office of Elementary and Secondary Education will pilot a program in developmental reading in selected junior high schools.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.1.1

The Office of Elementary and Secondary Education will seek greater involvement of racially isolated students in districtwide programs which will extend learning about their environment, including but not limited to the Environmental Center at Crandon Park, the Everglades Program, and the educational programs at the Metro Zoo and the Science Museum.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.1.2

The Office of Elementary and Secondary Education will seek greater involvement of racially isolated students in districtwide programs which will extend and enhance their understanding of political, economic, and social issues.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.1.3

The Office of Elementary and Secondary Education will continue to seek means of establishing realistic expectancy levels or standards whereby levels of foreign language proficiency achieved by the students can be demonstrated.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.1.4

The Office of Elementary and Secondary Education will finalize courses of study for two distinct programs of elementary Spanish-as-a-Second-Language -- one for instruction of students who begin such study in the primary grades and the other for instruction of students who begin such study in the intermediate grades.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.1.5

The Office of Elementary and Secondary Education will finalize the Spanish for Spanish Speakers course of study guides, which are currently being field-tested, and develop a draft course of study guide for the senior high school level.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.1.6

The Office of Student Support Programs will participate in the formulation and development of elementary and secondary instructional objectives of the Division of Elementary and Secondary Instruction, so that career education objectives will be inserted wherever appropriate within the basic Dade County academic areas.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.1.7

The Office of Elementary and Secondary Education will provide parents and their children with information about opportunities to visit various attractions in Greater Miami and will help them turn visitations into an educational as well as cultural experience.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.1.8

The Office of Elementary and Secondary Education will review all district course outlines and instructional objectives in all subject areas to insure the inclusion of reasoning skills to improve students' ability to arrive at independent judgments.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.2.1

The Office of Student Support Programs will continue to support the development of a comprehensive substance education program which will promote the prevention and/or reduction of alcohol and drug abuse through a variety of curricular and intergroup strategies.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.2.2

The Office of Elementary and Secondary Education, in cooperation with the Office of Educational Accountability, will continue the process of program validation for elementary Spanish-as-a-Second-Language.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.3.1

The Office of Student Support Programs will train student services personnel and teachers in affective skills needed to prepare students to involve themselves effectively in the learning process.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.2

The Office of Student Support Programs will prepare counselors to instruct teachers and students on the rationale for standardized testing and on specific techniques for improving test-taking skills in identified target schools.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 2.3.3

The Office of Student Support Programs will sponsor the extension of the Peer Jury Program to alternative schools.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 2.3.4

The Office of Elementary and Secondary Education will upgrade the elementary school writing program to effectively improve composition instruction in grades K-6.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.5

The Office of Elementary and Secondary Education will review possible linkages with community agencies as well as seek out those agencies which may serve as a resource to instructional programs for racially isolated students.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.6

The Office of Elementary and Secondary Education will participate in the state adoption of instructional materials process and coordinate the process to arrive at a district listing of instructional materials.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.7

The Office of Elementary and Secondary Education will review instructional materials, other than those which are considered for state adoption, to assist in the instructional program. Especially imperative is a review of those materials which would be beneficial to teachers of racially isolated students.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.3.8

The Office of Elementary and Secondary Education will cooperate with the Department of School Plant and Facility Planning to develop building specifications for Booker T. Washington Junior High School for subject areas which comprise the general education category.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.9

The Office of Student Support Programs will reduce the rate of recidivism to state institutions among school-age youth to enable juveniles returning from state institutions to make a successful transition from the institution to the school system.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 2.3.10

The Division of Educational Media Programs shall develop a procedure to provide each student with a personal copy of a text material in each subject to be used for both school and home study.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.3.11

The Division of Educational Media Programs shall provide teachers with ready access to a library collection of educational films which are correlated with and support the instructional objectives of the Dade County Public Schools.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.3.12

The Division of Educational Media Programs shall maintain an instructional television system which provides teachers in individual classrooms with ready access to the full range of audiovisual materials which are correlated with and support the instructional objectives of the Dade County Public Schools.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.13

Through the Division of Educational Media Programs, the public radio and television resources of the school system shall be directed to the support of the general education, cultural, recreational, economic, social service, and civic needs of the community.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.3.14

The Division of Educational Media Programs shall establish WLRN-TV and WLRN-FM as influential media of public education, information, and expression.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.15

The Division of Educational Media Programs will develop and monitor operational, evaluative, and budget procedures to assure the adequacy and effectiveness of School Library/Media Services.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.3.16

The Office of Elementary and Secondary Education will expand the program for transportation in order to increase the participation of students in the Art Museum and the Historical Museum.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.17

The Office of Elementary and Secondary Education will upgrade the quality of physical education instruction in grades 2-12.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3.18

The Office of Elementary and Secondary Education will increase efforts to upgrade the quality of music and art instruction, K-12.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.4.1

The Office of Student Support Programs will provide staff development training in human relations to teachers of minority exceptional students in target schools in order to sensitize the teachers to the needs of students affected by racial isolation.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.4.2

The Office of Student Support Programs will provide staff development for a leadership team (counselor, teacher, administrator, parent) from each target school to provide skills necessary for the implementation of group experiences designed to meet the needs of minority students enrolled in these target schools.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 2.4.3

The Office of Student Support Programs will provide training and assistance in the area of intergroup relations in 60 target schools in the areas of organizational development, feeder school collaboration, and inservice training.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.4.4

The Office of Elementary and Secondary Education will make presentations to advisory, area, faculties, and secondary departmental groups on major issues relating to specific subject areas aimed at targeted groups.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2.4.5

The Office of Elementary and Secondary Education, in cooperation with the Bureau of Governmental Relations and institutions of higher learning, will conduct inservice activities designed to improve instruction for racially isolated students.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.4.6

The Office of Elementary and Secondary Education, in cooperation with the Management Academy, will conduct inservice workshops to help elementary school administrators to better understand and to monitor effectively the two Spanish language programs offered in their schools.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 2.4.7

The Office of Elementary and Secondary Education, in cooperation with the Teacher Education Center, will conduct inservice workshops to help teachers redirect and reformulate teaching techniques that satisfy the students' need to learn to communicate in languages other than English.

Status of Accomplishment as of 6/30/84: Completed

BUREAU OF EDUCATION

Objective 3.1.1

The Office of Elementary and Secondary Education and the Bureau of Governmental Relations will provide inservice training for compensatory education instructional personnel in the implementation of the structured curriculum, including methods, materials, record keeping, program requirements, and techniques for meeting the special needs of students who have been identified as racially isolated.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.1.2

The Office of Educational Accountability, in cooperation with the Bureau of Governmental Relations and the Office of Elementary and Secondary Education, will review and revise as needed the measurable objectives and evaluation procedures for compensatory education programs and will provide evaluative data on student, school, and district performance.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.1.3

The Office of Elementary and Secondary Education, supported by the Bureau of Governmental Relations, will design a curriculum for limited English language proficient students who qualify for ECIA, Chapter I program participation, which effectively coordinates language proficiency and basic skills remediation priorities.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.1.4

The Office of Elementary and Secondary Education, supported by the Bureau of Governmental Relations, will implement microcomputer-assisted instruction in support of ECIA, Chapter I program activities at the elementary and secondary levels.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.1.5

The Office of Vocational, Adult, and Community Education will work closely with the community colleges, community-based organizations, skill centers, adult education centers, and community schools to increase the number of adult vocational compensatory training programs for the unemployed and underemployed disadvantaged adult.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.2.1

The Office of Student Support Programs will develop and implement plans to improve programs and services.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.2.2

The Office of Student Support Programs will reduce the current time span presently utilized for the identification, evaluation, and placement of minority students into Exceptional Student Education programs.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.2.3

The Office of Student Support Programs will redirect existing resources to adequately address the emotional and social needs of identified severely emotionally disturbed students.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.2.4

The Office of Student Support Programs will work toward the improvement of programs for the emotionally handicapped through the identification and implementation of a model curriculum based on a review of various affective curricula.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.2.5

The Office of Student Support Programs will provide a Career/Life Skill program as a required portion of the Individual Educational Plan (IEP) for all alternative/exceptional education students.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.2.6

The Office of Vocational, Adult, and Community Education will design and implement a plan for meeting the needs of handicapped adults districtwide.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.2.7

The Office of Student Support Services will provide a preventive and developmental program for selected elementary students.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.2.8

The Office of Student Support Services will provide additional resources for materials, equipment and supplies, and expanded programs to meet the needs of students who are unsuccessful in regular school programs.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.1

The Office of Elementary and Secondary Education will continue to provide enriched and expanded educational experience to motivated and academically talented secondary school students (Deep Accelerated Math Program (DAMP) and Motivation in Depth - Science (MID).

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.2

The Office of Elementary and Secondary Education will establish procedures for the development and implementation of Academic Excellence Programs in a minimum of 20 elementary schools with emphasis on reasoning, inquiry, analysis, and synthesis.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.3

The Office of Elementary and Secondary Education will establish the positions of a Director of Advanced Academic Programs, a Coordinator of Advanced Placement/Florida Scholars, and secretary to initiate and coordinate programs for academically advanced students within the District.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.4

The Office of Elementary and Secondary Education will implement a program of Advance Placement (AP) courses in as many subject areas as possible, in all senior high schools, commensurate with the number of students in grades 10-12 who demonstrate the potential and desire to benefit from such courses.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.5

The Office of Elementary and Secondary Education will implement honors courses designed to accelerate students and to permit greater in-depth study in as many subject areas as possible in all senior high schools.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.6

The Office of Elementary and Secondary Education will implement an advanced program at all junior high schools for the purpose of providing intensified classes for academically advanced students.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.7

The Office of Elementary and Secondary Education will increase dual enrollment efforts to promote advanced academic programs at the senior high school level.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.3.8

The Office of Elementary and Secondary Education will increase efforts to expand opportunities in and upgrade the quality of music and art instruction for exceptional and talented students.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.3.9

The Office of Student Support Programs will provide expanded opportunities for ethnic and racially identifiable minorities to participate in the gifted education program.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.10

The Bureau of Education will coordinate the implementation of 2-year pilot study of school-based gifted programs in those elementary schools which have identified 25 or more students qualified for gifted services under the district and state criteria.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.3.11

The Office of Elementary and Secondary Education will develop advanced academic courses for junior high school students.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3.12

The Office of Elementary and Secondary Education will, in conjunction with the Area Offices, promote increased participation with local colleges and universities in establishing and maintaining laboratory schools/centers.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.1

The Office of Elementary and Secondary Education will monitor the implementation of the plan for reducing fragmentation of the elementary school curriculum for students of limited English proficiency to ensure compliance with approved guidelines.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.2

The Office of Elementary and Secondary Education, in cooperation with the Office of Educational Accountability, will review/revise ESOL placement and exit instruments.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 3.4.3

The Office of Elementary and Secondary Education will monitor the updating and processing of TBBS transmittal forms.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.4

The Office of Elementary and Secondary Education will conduct the annual bilingual survey to identify limited English proficient students for OCR reporting and to identify membership in all bilingual/foreign language programs for budgetary planning.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.5

The Office of Elementary and Secondary Education will evaluate new instructional materials and innovative procedures for possible adoption or implementation, both for the regular day programs of ESOL and Basic Skills in the Home Language and for supplementary use in Chapter I programs.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 3.4.6

The Office of Elementary and Secondary Education will review and update the secondary ESOL semester course outline as necessary to expand the interdisciplinary and functional nature of such courses.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.7

The Office of Elementary and Secondary Education, in cooperation with the Teacher Education Center, will conduct inservice workshops in order to train classroom teachers in newly self-contained classes for limited English proficient students.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.8

The Office of Elementary and Secondary Education will review/revise ESOL expectancy levels to correlate with English language arts objectives.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 3.4.9

The Office of Elementary and Secondary Education will revise the procedures for purchasing and distributing instructional materials so as to provide for school purchasing of ESOL textbooks and other support materials.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.10

The Office of Elementary and Secondary Education will develop a transitional program for exiting ESOL students between the bilingual program and the English program.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4.11

The Office of Vocational, Adult, and Community Education will provide services to adult students of limited English proficiency which will assist them in moving into the mainstream of the educational system and prepare them for employment.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.5.1

The Office of Student Support Programs will help parents relate effectively to their emotionally handicapped students.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.5.2

The Office of Student Support Programs will help minority parents/guardians and children in target schools to develop positive self-concepts.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.6.1

The Office of Vocational, Adult, and Community Education will identify and correct program deficiencies/discrepancies.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.6.2

The Office of Vocational, Adult, and Community Education, through program supervisors, will identify course outlines which will be reviewed, revised, or developed.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.6.3

The Office of Vocational, Adult, and Community Education in cooperation with inner-city school principals will identify obsolete equipment for replacement.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.6.4

The Office of Vocational, Adult, and Community Education will identify vocational facilities which need improved security.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.6.5

The Office of Vocational, Adult, and Community Education will identify additional training needs of business and industry.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.6.6

The Office of Vocational, Adult, and Community Education will establish a Community Education Program Network that will provide adult program services, community school activities and after school care services to all areas of the school district wherever those services are needed.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.6.7

The Office of Vocational, Adult, and Community Education will expand the activities offered for the elderly and minorities through Community Instructional Services.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.6.8

The Office of Vocational, Adult, and Community Education will expand and improve basic skills, high school completion, and vocational programs for the incarcerated.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.1.1

The Office of Student Support Programs will develop in students an awareness of the world of work through a planned program starting in kindergarten and continuing throughout the school years.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.1.2

The Office of Student Support Programs will expand the Career Awareness Laboratory Program.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.1.3

The Office of Student Support Services will develop a plan and implement basic concepts and values regarding the personal and social significance of work at the elementary level.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.2.1

The Office of Student Support Programs will insure that every ninth grade student has the opportunity to participate in a career guidance program and a districtwide Career Fair, and to develop an individual career plan.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.2.2

The Office of Vocational, Adult, and Community Education through junior high school principals will insure that, within a school's ability to deliver, all students will receive at least one semester of vocational exploratory instruction and/or experiences.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.1

The Office of Elementary and Secondary Education will work with the Work Experience (WE) and Diversified Cooperative Training (DCT) supervisors to expand and strengthen the language arts/basic skills activities in the work-related classes.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.2

The Office of Student Support Programs will assist schools in the fourth phase of the Articulated School-Based Management Plan for Career Education in writing and implementing a career education school plan.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.3

The Office of Student Support Programs will modify curricula to insure that employability, work adjustment, and career educational skills are an integral part of the instructional program for all exceptional students.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.4

The Office of Student Support Programs will plan an instructional program at the senior high level focusing on employability, work adjustment, and career education skills designed to prepare the minority exceptional student for successful post-secondary experiences.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.5

The Office of Student Support Programs will implement a College Forum in each senior high school.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.3.6

The Office of Student Support Programs, through the College Assistance Program (CAP), Inc., will gather funds to aid qualified graduates in obtaining money for post-secondary education expenses.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.3.7

The Office of Student Support Programs will collect sufficient data on the status and opinions of former students--graduates and leavers of general academic and vocational programs--to provide specific programs and activities to impact on dropout reduction.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.8

The Office of Vocational, Adult, and Community Education, in cooperation with community-based organizations and community business/industry members, will provide job placement assistance for the identified target population in inner-city schools.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.9

The Office of Vocational, Adult, and Community Education will establish a procedure of scheduling at the senior high school and adult levels so students can meet their vocational aspirations in addition to their academic requirements.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.3.10

The Office of Vocational, Adult, and Community Education will provide vocational students at the senior high school and adult levels an event (Job Fair) that will provide the students personal contact with business and industry.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.4.1

The Office of Vocational, Adult, and Community Education counselors/recruiters will increase by at least 10% the number of out-of-school youth and adults enrolled in basic skills programs through the adult and community education program.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.5.1

The Office of Student Support Programs will provide individual and group sessions for students to examine attitudes and interests in relation to selection of post-secondary goals.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.6.1

The Office of Student Support Programs will implement a plan to ensure the development of post-secondary plans for each secondary school student.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4.7.1

The Office of Student Support Programs will develop procedures for an annual review of the post-secondary plans for each student in a secondary school.

Status of Accomplishment as of 6/30/84: Completed

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BUREAU OF GOVERNMENTAL RELATIONS

MISSION OF THE BUREAU

The Bureau of Governmental Relations, recently created as a result of the expansion of the Office of Federal Projects Administration, assists the Superintendent of Schools with the overall district management, development of legislation and recommendations for the operation of the school district. The Bureau must ensure that the school district has an opportunity to participate, and maintains compliance for participation, in special grant programs available through federal, state, and other sources. Working cooperatively with the federal Department of Education, Department of Health and Human Services, Department of Labor, and others. The Bureau provided policies in education and related areas. The Bureau maintains working relationships with the office of major professional organizations, including , but not limited to, the National School Board Association, American Association for School Administrators, The Council of the Great City Schools, National Education Association, American Federation of Teachers, and the National Alliance of Black School Educators. The Bureau also maintains ongoing working relationships with local, state and regional governmental offices and municipalities.

Objective 1

The Bureau of Governmental Relations in conjunction with the Office of Elementary and Secondary Education will develop and implement a procedure to review and revise supplementary reading and mathematics materials, as well as delivery mechanisms, which relate to the Chapter I Home/Study Program called Operation PLEDGE (Parent Leadership Education Designed to Generate Excellence).

Status of Accomplishment as of 6/30/84: Completed

Objective 2

The Chapter I Parent Education Supervisor will develop and implement a plan to ensure updating of records of students participating in the Operation PLEDGE supplementary reading and mathematics program at home.

Status of Accomplishment as of 6/30/84: Completed

Objective 3

The Office of Elementary and Secondary Education will cooperate with the Bureau of Governmental Relations in submitting grants to purchase instructional equipment from Chapter II, ECIA funds, with special consideration for schools with racially isolated students.

Status of Accomplishment as of 6/30/84: Completed

Objective 4

The Office of Federal Projects Administration and the Office of Elementary and Secondary Education will provide a program guideline handbook for use by State Compensatory Education personnel which includes implementation procedures and describes a structured curriculum designed to facilitate mastery of the mini-

Objective 4 (continued)

mum performance standards and which may include the infusion of career education/awareness concepts and activities to increase work ethic and survival skills.

Status of Accomplishment as of 6/30/84: Completed

Objective 5

The Bureau of Governmental Relations will provide a level of funding to schools for the implementation of the Compensatory Education program which enables schools to select personnel for the program solely on their ability to motivate, instruct, and interact successfully with the target population.

Status of Accomplishment as of 6/30/84: Completed

Objective 6

The Bureau of Governmental Relations will monitor in target population schools the delivery of support services to students involved in compensatory education programs for more than two years - specifically, counseling and/or psychological evaluation services to facilitate the early identification and remediation of students with severe academic or behavioral problems and to decrease the dropout rates.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 7

The Bureau of Governmental Relations will explore the option of programmatic changes at the junior and senior high levels, such as implementing the split-lab model of instruction for 11th and 12th grade students and offering three services (reading, writing and mathematics) at the junior high level.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 8

The Bureau of Governmental Relations and the Office of Elementary and Secondary Education will implement, to the extent that local funding is available, schoolwide projects in selected ECIA, Chapter I elementary schools through a combination of Chapter I and local funds. Schoolwide projects enable all students to receive intensive instructional services through reduced class-size scheduling without regard to special funding constraints.

Status of Accomplishment as of 6/30/84: Completed

Objective 9

The Bureau of Governmental Relations will consider requiring Chapter I secondary schools to provide a second period of instruction, under local funding, for each Chapter I student in each subject area of eligibility (in lieu of an elective).

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 10

The Bureau of Governmental Relations will establish a mechanism to inform, motivate and increase involvement on the part of parents whose children are participating in Operation PLEDGE and the Extended School Program.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 11

The Bureau of Governmental Relations will prepare an analysis of proposed legislation for the reauthorization of the (1) Vocational Education Act, (2) The Bilingual Education Act, and (3) Refugee Assistance. This analysis will contain provisions for input to selected Congressional offices relative to the impact of the proposed legislations on the Dade County Public Schools.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 12

The Bureau of Governmental Relations will work cooperatively with other agencies to implement the Metro-Miami Action Plan and maintain an assessment of the status of all educational recommendations.

Status of Accomplishment as of 6/30/84: Completed

Objective 13

The Bureau of Governmental Relations will coordinate activities for the implementation of the Schoolwide Chapter I Project, a pilot project designed to improve achievement in basic skills in schools with high concentrations of low income students.

Status of Accomplishment as of 6/30/84: Completed

OFFICES OF STAFFING AND OPERATIONS AND RECORDS

MISSION OF THE OFFICE

Coordinate, plan and implement procedures and processes to meet the non-administrative/non-supervisory manpower needs of the DCPS and to efficiently and effectively enter and terminate all employees into and out of the Personnel/Payroll system.

Objective 1

Initiate the two year program of expansion of the automation of Personnel/Payroll processes and procedures.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2

The Bureau of Personnel Management through the Offices of Staffing and Operations and Records, and in cooperation with the Office of Educational Accountability and the Bureau of Staff Development, will develop a plan which will anticipate future manpower needs for the district.

Status of Accomplishment as of 6/30/84: Completed

DIVISION OF PERSONNEL CONTROL

MISSION OF THE DIVISION

The Division of Personnel Control serves to elevate, enhance, and enforce the standards of employment in the Dade County Public Schools.

Objective 1

The Division of Personnel Control will provide direct support in training and evaluation for both TADS and Standard Systems.

Status of Accomplishment as of 6/30/84: Partially completed

Objective 2

The Division of Personnel Control will provide assistance in implementation of the Beginning Teacher Program.

Status of Accomplishment as of 6/30/84: Completed

Objective 3

The Division of Personnel Control will implement district investigative and disciplinary actions.

Status of Accomplishment as of 6/30/84: Partially completed

BUREAU OF STAFF DEVELOPMENT

MISSION OF THE BUREAU

Coordinate, plan and implement a comprehensive program of Staff Development for all employees of DCPS to ensure the acquisition of the skills and competencies necessary for job performance as well as professional development.

Objective 1

The Bureau of Staff Development will arrange for the present and future training of Administrative Personnel in the interview process.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2

The Bureau of Staff Development through the Management Academy will provide programs to develop and strengthen the management skills of at least 80% of administrators, as identified by district and area personnel, in the technical areas of: Instructional Program Management, Student Services Management, Personnel Management, Community Management, and Business Management.

Status of Accomplishment as of 6/30/84: Completed

Objective 3

The Bureau of Staff Development through the Management Academy will provide professional development programs to orient all newly appointed administrators to their assignments, and to up-date administrators on policies and procedures that impact their present or future assignments.

Status of Accomplishment as of 6/30/84: Completed

Objective 4

The Bureau of Staff Development, through the Management Academy, will develop and implement a program to assist all school-based administrators in acquiring, demonstrating, and assessing the managerial competencies needed for projected state certification as defined by the Florida Statutes.

Status of Accomplishment as of 6/30/84: Completed

Objective 5

The Bureau of Staff Development, through the Department of Non-Instructional Training, will provide programs to increase the on-the-job proficiency of Non-Instructional personnel that will guarantee a significant return on training investment for the following support role delineations: Food Services, Transportation, Secretarial-Clerical Services, Custodial and Maintenance Services, and Security and Investigative Services.

Objective 5 (continued)

Data describing areas of deficiency and preference will be identified by audits, various departments, and on-the-job personnel.

Status of Accomplishment as of 6/30/84: Completed

Objective 6

The Bureau of Staff Development, through the Department of Non-Instructional Training, will develop countywide Word Processing courses for clerical and non-instructional personnel to ensure a professionally trained corps of Word Processing operators.

Status of Accomplishment as of 6/30/84: Completed

Objective 7

The Bureau of Staff Development, through the Department of Non-Instructional Training will design remedial training experiences and relevant orientation inservice activities for all newly assigned non-instructional personnel: custodians, food service personnel, bus drivers, secretarial/clerical personnel, and investigative support personnel.

Status of Accomplishment as of 6/30/84: Completed

Objective 8

The Bureau of Staff Development, through the Department of Management Assessment, will effect the provision of Board Rule 6GX13-4A-1.13, as it relates to the testing of technical skills and assessment of management potential of all qualified applicants for the position of principal and assistant principal. This will be evidenced by a published schedule of testing and assessments, as well as transmittal lists sent to the Department of Management Selection, indicating the status of each applicant.

Status of Accomplishment as of 6/30/84: Completed

Objective 9

The Bureau of Staff Development, through the Department of Management Assessment, will develop a video-tape presentation which will portray the development and operation of the Dade County Schools' Management Assessment Center.

Status of Accomplishment as of 6/30/84: Completed

Objective 10

The Bureau of Staff Development, through the Dade-Monroe Teacher Education Center, will plan, facilitate, and deliver inservice programs for the professional growth and development of instructional personnel consistent with policies, goals, and objectives of the Dade County Public Schools system.

Status of Accomplishment as of 6/30/84: Completed

Objective 11

The Bureau of Staff Development through the Beginning Teacher Program will provide supervised support services for Beginning Teachers during their first year of employment.

Participation in the year-long Beginning Teacher Program will be required of all teachers not holding a regular certificate and who have less than three years out-of-state experience (State Board Rule 6A-5.75).

Status of Accomplishment as of 6/30/84: Completed

Objective 12

The Bureau of Staff Development, through the Beginning Teacher Program, will provide professional programs to orient all administrators who receive Beginning Teachers for the first time and to update administrators who had Beginning Teachers during the 1982-83 school year.

Status of Accomplishment as of 6/30/84: Completed

Objective 13

The Bureau of Staff Development, through the Beginning Teacher Program, will facilitate proper implementation of all supervised support services for Beginning Teachers, by assuring fast and accurate communication among all program participants. This will be evidenced by the installation of a computerized management system for the Beginning Teacher Program.

Status of Accomplishment as of 6/30/84: Completed

FINANCIAL MANAGEMENT AND PROCUREMENT

MISSION

Provide the systems and procedures for the forecasting, budgeting, disbursing and receiving, and accounting for district funds, including purchases and central warehousing and distribution, pursuant to State Statutes and Board Rules, in a manner which optimizes district utilization of financial resources.

Objective 1

The Bureau of Business Management will develop internal procedures manuals for the financial management and procurement functions. The Internal Procedures Manuals are for the use of staff within the issuing department.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2

Conformity with requirements for the "Certificate of Excellence" from the Association of School Business Officials (ASBO) and/or the "Certificate of Conformity" from the Municipal Finance Officer's Association (MFOA) for the Board's audited June 30, 1983 financial statements.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3

Establish an optional centralized program for investing excess school funds.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4

Provide a warehouse for the storing and distribution of food and paper products for school cafeterias.
Contract with an architectural firm for the designing and engineering of an extension to the existing Stores and Distribution facility for the warehousing of food and paper items. The extension will consist of freezer storage, cooler storage, paper storage, dry storage, and office space.

Status of Accomplishment as of 6/30/84: Partially Completed

OFFICE OF SUPPORT OPERATIONS

MISSION OF THE OFFICE

Office of Support Operations, which is a division of the Bureau of Business Management, consists of 1) Department of Management Information Systems, including Computer Operations, 2) Department of Office Systems, and 3) Department of Food Services. The mission of each of the departments is as follows:

Department of Management Information Systems - Assist in the improvement of the District's educational enterprises through the provision of accurate and timely information to line and staff managers, elimination of redundant and duplicative reporting requirements place on personnel, development of an integrated set of data subsystems, and safe and efficient storage of all historical past data required by law.

Department of Office Systems - Provide analytical assistance, training, and education in office systems, decision support systems, and communication systems for DCPS administrative offices and schools. Implement office automation at the district, area, and school levels to enhance the educational process by reducing the paperwork ourden on educators, and increase the efficiency and effectiveness of office personnel throughout the District. Maintain an active and continuing program for the economical and efficient management of records and forms.

Department of Food Services - Support the District's educational system through the provision of school food services consistent with nutritional needs of students, and which contribute to their educational experience.

Objective 1

The Department of Management Information Systems (MIS) is a support organization created to satisfy the data processing needs of the Dade County Public School System. One objective of MIS is to assist the Bureau of Personnel in minimizing the manual effort of performing their function and providing accurate and timely information to their line and staff managers to assist them in performing their function.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2

The Department of Management Information Systems (MIS) is a support organization created to satisfy the data processing needs of the Dade County Public School System. One objective of MIS is to assist the Bureau of Instruction in minimizing the manual effort of performing their function and providing accurate and timely information to their principals and staff managers to assist them in performing their function.

Status of Accomplishment as of 6/30/84: Partially Completed

OFFICE OF SUPPORT OPERATIONS (continued)

Objective 3

The Department of Management Information Systems (MIS) is a support organization created to satisfy the data processing needs of the Dade County Public School System. One objective of MIS is to assist the Bureau of Business Management in minimizing the manual effort of performing their function and providing accurate and timely information to their principals and staff managers to assist them in performing their function.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4

Computer Operations will maintain level of 98% up-time on the computer. Timely and accurate production of reports will be 97%. Network system will have availability rating of 90%.

Status of Accomplishment as of 6/30/84: Completed

Objective 5

Provide training, education, and user liaison for District personnel in the utilization of all online applications, automated office systems, and data processing procedures.

Status of Accomplishment as of 6/30/84: Completed

Objective 6

Design, produce, and distribute user documentation for automated systems and procedures.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 7

Define information requirements and procedural/operational improvements for schools and administrative offices by employing office automation technology.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 8

Provide recommendations to the Purchasing Department for centralized contracting of automated office equipment in order to effect cost savings throughout the District.

Status of Accomplishment as of 6/30/84: Partially Completed

OFFICE OF SUPPORT OPERATIONS (continued)

Objective 9

Implement office automation technology to relieve paperwork burden on educators to provide increased time for the educational process and to increase productivity, effectiveness, and efficiency of clerical personnel throughout the district.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 10

Process District documents, reports, and other paperwork onto microfilm and microfiche in order to significantly reduce records and forms management throughout all district, area, and school locations.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 11

The Bureau of Business Management will reorganize the Food Service Department to provide improved food services and more effective cost control.

Status of Accomplishment as of 6/30/84: Completed

Objective 12

The Bureau of Business Management, through the Food Service Department, will implement a system of standardizing and continued renovating of food service facilities and equipment.

Status of Accomplishment as of 6/30/84: Completed

DEPARTMENT OF FACILITY PLANNING AND CONSTRUCTION

MISSION OF THE DEPARTMENT

Coordinate all activities involved in the total process of determining the requirement for a facility and the site procurement, detail planning, construction, equipping and occupancy of the facility and the energy management of all facilities.

Objective 1

Increase participation of minority contractors and professionals.

Status of Accomplishment as of 6/30/84: Partially Completed

DEPARTMENT OF FACILITY PLANNING AND CONSTRUCTION (continued)

Objective 2

Diversify and increase the scope of consulting architectural services provided to the Board.

Status of Accomplishment as of 6/30/84: Completed

Objective 3

Improve security of schools and also reduce false alarms by installing new card access entry.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4

The Bureau of Business Management will develop and, through the Superintendent, present to the Board an annual and long-range plan which delineates capital outlay needs and priorities, projects capital outlay revenue, and provides a capital outlay expenditure plan which optimizes and balances the meeting of needs.

Status of Accomplishment as of 6/30/84: Completed

Objective 5

The Bureau of Business Management will implement energy conservation modifications when the savings that result in that fiscal year will exceed the cost of the activity. The results of each activity will be documented and reviewed by the bureau administrator.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 6

The Bureau of Business Management, through the Facilities Planning and Construction Department, will develop a system for evaluating the feasibility of repairing and renovating facilities compared to replacing the facilities.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 7

The Bureau of Education, in cooperation with the Bureau of Business Management, will develop a plan for school plant utilization. This plan will specify guidelines to insure prudent use of educational facilities and include safeguards to prevent duplication in nearby partially utilized facilities.

Status of Accomplishment as of 6/30/84: Little or no progress

DEPARTMENT OF FACILITY PLANNING AND CONSTRUCTION (continued)

Objective 8

The Bureau of Business Management, in conjunction with the Department of Risk Management, will explore the possibility of securing special insurance coverage for the replacement of stolen or vandalized materials, equipment, and supplies in targeted schools.

Status of Accomplishment as of 6/30/84: Little or no progress

DEPARTMENT OF MAINTENANCE AND PLANT OPERATIONS

MISSION OF THE DEPARTMENT

- To maintain physical facilities and related items of equipment to support and enhance the educational environment of the Dade County Public Schools.
- Provide administrative and technical leadership for district level custodial forces, and serve as a consulting and training resource for school-based custodians; all to support and enhance the educational environment of the Dade County Public Schools.

Objective 1

The Bureau of Business Management will implement energy conservation modifications when the savings that result in that fiscal year will exceed the cost of the activity. The results of each activity will be documented and reviewed by the bureau administrator.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 2

The Bureau of Business Management will develop and implement plans and procedures for the improvement of maintenance services.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3

The Bureau of Education, in cooperation with the Bureau of Business Management, will develop and implement a system for identifying equipment to be replaced and establishing replacement priorities.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4

The Department of Maintenance will assist in the implementation of those portions of the Facilities Management Consultants' study which are ultimately adopted.

Status of Accomplishment as of 6/30/84: Partially Completed

DEPARTMENT OF MAINTENANCE AND PLANT OPERATIONS (continued)

Objective 5

The Bureau of Business Management will initiate activities designed to insure participation by minority contractors and vendors in the submission of bids for construction, maintenance, equipment, supplies, and materials required by the school system.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 6

The Plant Operations section will assist in the implementation of those portions of the Facilities Management Consultant's study which are ultimately adopted.

Status of Accomplishment as of 6/30/84: Partially Completed

DEPARTMENT OF TRANSPORTATION

MISSION OF THE DEPARTMENT

Provide transportation for eligible students who should attend the Dade County Public Schools when, and only when, transportation is necessary to provide adequate educational facilities and opportunities which otherwise would not be available.

Objective 1

Contract with a consulting firm to analyze the feasibility of developing an automated school bus routing and scheduling system to be operational by January 1984.

Status of Accomplishment as of 6/30/84: Completed

Objective 2

Comply with SBE Rules that limit the distance a student walks to a bus stop and the maximum time a student rides the bus to and from school.

Status of Accomplishment as of 6/30/84: Completed

Objective 3

Initiate a quality control program for school bus maintenance to improve compliance with FS 316.615 which is implemented by the Florida Highway Patrol.

Status of Accomplishment as of 6/30/84: Partially Completed

DEPARTMENT OF TRANSPORTATION (continued)

Objective 4

Improve coordination of transportation services for 4,000 exceptional students with parents and school officials.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 5

Provide a bus ride for each bus route transporting exceptional students to assure their safety and welfare by aiding the bus driver in loading and unloading wheelchairs and performing other safety functions.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 6

Provide secretarial and clerical support for two administrative positions and one transportation terminal.

Status of Accomplishment as of 6/30/84: Little or no progress

DIVISION OF RISK MANAGEMENT

MISSION OF THE DIVISION

Coordinate, plan and implement multi-faceted Board insurance program, a countywide comprehensive safety program, worker's compensation program, and fringe benefits program. Minimize losses of every kind to the system.

Objective 1

Effective moderation of health care costs. The Office of Personnel, through the Division of Risk Management, will work to develop cost containment in health care programs.

Status of Accomplishment as of 6/30/84: Completed

Objective 2

Reduce Worker's Compensation claims; provide more meaningful and diversified work assignments for injured employees; return injured employees to work more expeditiously.

Status of Accomplishment as of 6/30/84: Completed

Objective 3

As part of the annual administrator's performance appraisal, a safety checklist will be developed which will assess points for the overall effectiveness of the administrator's ability to reduce/prevent accidents.

Status of Accomplishment as of 6/30/84: Partially Completed

DIVISION OF RISK MANAGEMENT (continued)

Objective 4

Include an employee's safety habits as an integral part of his/her performance evaluation.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 5

Review, update and expand the plan for the safe evacuation of handicapped persons in school buildings during emergencies.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 6

Develop a training program in cooperation with the Management Academy, the Teacher Education Center and the local Departments of Education at local universities/colleges to make prospective teachers and administrators aware of the legal ramifications of their actions and the resultant insurance implications.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 7

The Bureau of Personnel Management through the Division of Risk Management, will begin development of an evaluative process for employees driving Board-owned vehicles.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 8

The Office of Personnel and the Department of Management Audits will develop a process to collect restitution on all claims where it appears applicable.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 9

Capital Improvement funds are required annually to correct safety deficiencies pursuant to State Board of Education Rules, Chapter 6A-2.

Status of Accomplishment as of 6/30/84: Completed

OFFICE OF ADMINISTRATIVE OPERATIONS

MISSION OF THE OFFICE

- To serve as the Superintendent's Chief of Staff, coordinating staff assignments among bureau chiefs and office heads reporting directly to the Superintendent of Schools.
- To serve as the staff liaison to the School Board Office including responsibility for the agenda distribution Board notifications, and assistance to Board Administrative Assistants.
- To manage and coordinate the news and public information efforts of the school system.
- To manage and coordinate the citizen advisory committee program.
- To supervise and coordinate the School Volunteer and Dade Partners programs.
- To oversee operations of the Special Investigative Unit and assume responsibility for the district's Safe Schools Program.
- To enforce the law and School Board policy on Dade County School property in a fair and impartial manner, recognizing both the statutory and judicial limitations of policy/authority and the constitutional rights of all persons.
- Interact between the school system and community agencies to generate mutual understanding so that there may be support for crime prevention.
- To manage the district's United Way responsibilities.
- To oversee day-to-day operation of the Board/Administrative Building.
- To supervise these district departments and functions: Office of Equal Educational Opportunity, Citizen Information Center (Ombudsman's Office), Expulsion Follow-up, Positive Reinforcement Operation (PRO), Graphics Department, and The Management Support Center.

Objective 1.1

The Office of Administrative Operations will produce and disseminate publications designed to effectively communicate the message of the Dade County Public School System to all segments of the community, including, but not limited to Communique, Report Card, and Action.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.2

The Office of Administrative Operations shall regularly provide general information to media representatives and respond in a timely fashion to their requests for data regarding specific issues facing Dade County Public Schools.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.3

The Office of Administrative Operations regularly shall transmit information and suggestions received by the Citizens Information Center from individuals within the community to School Board members and to appropriate administrative offices.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.4

The Office of Administrative Operations will offer principals the opportunity to have training workshops to assist their individual staffs in designing and implementing school level public relations programs.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.5

The Office of Administrative Operations will serve as a consultant for a pilot feeder-pattern public relations plan to be designed and implemented by the feeder-pattern staff members themselves.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.6

A computer-based index for documents stored within the Citizens Information Center will be created.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.7

A computer terminal (CRT) will be obtained to provide information to the public from the Dade County Public Schools data collection/disbursal system.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.8

Citizen Information Center staff will be trained in the use of the new computer system.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.9

The Citizen Information Center will develop new procedures for identifying and resolving citizen concerns utilizing various media.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.10

A multi-media presentation will be produced to provide an overview of Dade County Public Schools as well as highlights of its accomplishments, used with various segments of the community.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 1.11

A plan will be developed and implemented to emphasize the history and achievements of the school system in commemoration of the Dade County Public School's centennial celebration.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 1.12

The Ambassadors for Public Education program will be coordinated and supported by developing materials and providing training to those serving as Ambassadors as well as assisting in the implementation of feeder-pattern meetings for Ambassadors.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.13

Personnel and/or relocation directors as well as realtors will be provided with information and materials about the Dade County Public Schools such as Superintendent's Annual Report, school profiles, brochures, and listing of ambassadors.

Status of Accomplishment as of 6/30/84: Completed

Objective 1.14

Volunteer and staff support will be provided to Encounters in Excellance, PRO, Youth Crime Watch, I'm Thumbody, and Listen to Children programs.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.1

The Office of Administrative Operations will serve as the prime resource for information and coordination of activities for the District Advisory Committee and will serve as a resource and clearinghouse for information for the regional, school level, and feeder-pattern advisory committees as well as serving as the consultant for area office staffs and principals to ensure effective operation of these committees.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.2

A districtwide conference will be held to give citizens the opportunity for face-to-face communication with central administrators and the opportunity to become more familiar with school system programs and services.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.3

A training session dealing with membership recruitment, conducting meetings and organizing programs will be organized for feeder-pattern, regional and district advisory committee chairpersons.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.4

Periodic leadership training sessions will be held for citizen advisory committee chairpersons to discuss common concerns and to coordinate activities among the committees.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.5

All principals will be directed to encourage school/community citizens to participate in a school-based citizen advisory committee to be formed no later than the end of September each year.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.6

Area superintendents will be requested to provide support and advice to feeder-pattern and regional committees within his/her area including monitoring the committee development, providing appropriate information and facilitating communication among individuals concerned with education within the area.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.7

The Office of Administrative Operations will serve as the facilitator to establish a close working relationship among the school, regional, district and feeder-pattern committees in order to promote coordination of activities and resources and minimize duplication of efforts.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.8

A plan for the expansion of the School Volunteer Program services will be developed and implemented.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.9

A plan to encourage schools within a feeder-pattern to work cooperatively in order to maximize the community resources available will be developed and implemented.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.10

A data base of resources available through School Volunteers/Dade Partners will be organized in order to more effectively utilize as well as increase accessibility at the school district level.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.11

New partnerships that are representative of the community will be initiated and existing partnerships expanded according to identified needs.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.12

Various school system activities involving business and industry contacts will be coordinated to maximize the effectiveness of the efforts of the business community as they relate to such functions as academic programs, vocational education, career education, School Volunteers and Dade Partners.

Status of Accomplishment as of 6/30/84: Completed

Objective 2.13

The feasibility of creating a foundation to support special activities within the district will be explored.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3.1

The Office of Administrative Operations will administer the annual budget allocation for the Safe Schools program in a responsible and timely manner to accommodate the capital needs of the schools as designated by the area directors for business management.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.2

The Office of Administrative Operations, through the School Volunteers/Dade Partners program will assist and monitor Youth Crime Watch in the implementation of the program in the schools.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.3

The Office of Administrative Operations will continue to improve the Positive Reinforcement Program by expanding the number of feeder-patterns involved and encouraging citizen participation.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.4

The Office of Administrative Operations will continue to monitor and support the use of school security monitors.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.5

The Office of Administrative Operations will provide for training and redeployment of the district's 24 School Resource Specialists.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.6

The Office of Administrative Operations will continue to see that there is a reduction in burglaries and other school crime through management training and effective deployment of personnel of the Special Investigative Unit.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.7

The Office of Administrative Operations will continue to provide overall coordination of a variety of programs and activities that closely relate to the accomplishment of the Safe Schools goals to include, but not be limited to: security trailers on school campus, Operation Clean Sweep, school community feeder-patterns, special assistance to expelled students, replacement of stolen/vandalized equipment, substance abuse education and others.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.8

The Office of Administrative Operations will analyze district needs and provide the allocation of security monitor funds accordingly.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.9

The Office of Administrative Operations, through the Special Investigative Unit and the Office of Legislative and Labor Relations, will seek guaranteed funding for security programs.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.10

The Office of Administrative Operations, through the Special Investigative Unit, will provide workshops for school monitors and school resource specialists.

Status of Accomplishment as of 6/30/84: Completed

Objective 3.11

The Office of Administrative Operations, through the Special Investigative Unit and MIS, will develop a data program to retrieve data related to reported incidents.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.1

The Department of Equal Educational Opportunity will identify schools with faculty ratio imbalances based on official central data base information and will submit the list each month to the Office of Personnel.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.2

Additionally, the Department of Equal Educational Opportunity will continue to submit a semi-annual report to the U.S. District Court for the Southern District of Florida.

Status of Accomplishment as of 6/30/84: Completed

Objective 4.3

All central office, area, and school site administrators will ensure that their respective departments are in compliance with Titles VI and VII of the Civil Rights Act of 1964, as amended, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and all other federal and state regulations.

Status of Accomplishment as of 6/30/84: Completed

Objective 5.1

A series of newspaper articles, in English and Spanish, will be written and disseminated to appropriate newspapers to inform the public about various programs and services the school system conducts to facilitate racial and ethnic understanding.

Status of Accomplishment as of 6/30/84: Completed

Objective 5.2

Slide tape presentations focusing on programs and services offered minority students in the school system will be produced for presentation to various civic and community groups.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 5.3

The involvement of minority groups - i.e., businesses, civic and professional organizations in the Dade Partners/School Volunteers program will be encouraged in order to increase the exposure of Dade County Public Schools' students to role models representing the multi-ethnic nature of the community.

Status of Accomplishment as of 6/30/84: Completed

MISSION OF THE OFFICE

School Operations
Monitor the operations of schools and area offices, with particular emphasis on providing support and improving supervision of these administrative units.

School Operations/Area Offices
Responsible for administrative direction related to school operations with particular emphasis on providing support for and improving supervision of individual schools.

Department of School Athletics and Activities
This office functions to provide consistent, unified administration and leadership to schools in the functioning of the interscholastic athletic and extracurricular activities programs.

Objective 1

The Office of School Operations, through the Committee, will further facilitate schools and area offices in the development of boundary proposals that are acceptable to the affected communities: Public hearings, community information meetings, proposals to Superintendent, proposals to attorney, proposals to area superintendent, proposals to Bi/Tri Committee.

Status of Accomplishment as of 6/30/84: Completed

Objective 2

The Office of School Operations, through the Area Offices, will reduce the fragmentation in the elementary school program through re-examination of the nature and quantity of pull-out programs.

Status of Accomplishment as of 6/30/84: Completed

Objective 3

Develop countywide middle school/four-year high school philosophy and operation.

Status of Accomplishment as of 6/30/84: Partially completed

Objective 4

Investigate the feasibility of implementing a preventive pre-school using federal (Chapter I) funds.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 5

Review the operation of gifted programs and specifically address the possibility of more than one model for gifted elementary school students.

Status of Accomplishment as of 6/30/84: Partially completed

Objective 6

Improve retention of Master Teachers in inner-city schools.

Status of Accomplishment as of 6/30/84: Completed

Objective 7

"Catch up" with physical needs of buildings.

Status of Accomplishment as of 6/30/84: Partially completed

Objective 8

The Office of School Operations, through the Department of School Athletics and Activities, will explore with appropriate school staff, the FHSAA, and the GMAC the feasibility of establishing districtwide academic requirements in athletics and performing groups.

Status of Accomplishment as of 6/30/84: Completed

Objective 9

The Office of School Operations, through the Department of School Athletics and Activities and the GMAC, will complete a survey of athletic facilities needs for the subsequent five-year period.

Status of Accomplishment as of 6/30/84: Little or no progress

Objective 10

The Office of School Operations, through the Department of Athletics and Activities, will initiate activities designed to ensure that all interested students are provided the opportunity to participate in the interscholastic athletic program and activities program.

Status of Accomplishment as of 6/30/84: Completed

Objective 11

The Office of School Operations, through the Department of School Athletics and Activities, will develop a student transfer policy designed to prevent transfers solely for the purpose of athletic participation.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 12

Cooperate with the Bureau of Education in the development of a program review procedure of internal accreditation for elementary and junior high schools.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 13 (South Area)

The South Area Office will continue to monitor the remodeling of Neva King Cooper School as a facility for the profoundly handicapped and develop appropriate instructional programs.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 14 (South Area)

Organize and operate the South Center for the Arts in Perrine and R.R. Moton Elementary Schools.

Status of Accomplishment as of 6/30/84: Completed

Objective 15 (South Area)

Replicate Academic Excellence Lab (modeled after the pilot at Gloria Floyd) in five elementary schools for those students considered average (Stanines 7, 8 and 9 if not gifted) and above.

Status of Accomplishment as of 6/30/84: Completed

Objective 16

Assist the District with implementing additional school-based gifted programs (modeled after the pilot program at Kendale Elementary).

Status of Accomplishment as of 6/30/84: Completed

Objective 17 (South Central Area)

Establish a program for the gifted students at the senior high level by offering the colloquium at Sunset Senior High School.

Status of Accomplishment as of 6/30/84: Completed

Objective 18 (North Area)

To enhance the development of the feeder pattern system of administration. To provide school principals with the opportunity to assume responsibility for collaborative decision making in areas cooperatively identified with feeder patterns.

Status of Accomplishment as of 6/30/84: Completed

Objective 19 (North Area)

Develop a collaborative effort by the area office staff and school-site administrators to initiate school-site affirmative action programs for minority students and staff.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 20 (North Central Area)

Continue implementation of Elementary Turnaround project at Holmes, Little River, and Orchard Villa and expand to one area junior high school - Horace Mann.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 21 (North Central Area)

Continue implementation of North Central Area In-Depth Curriculum Cluster Program, expanding course offerings and enrollment as appropriate.

Status of Accomplishment as of 6/30/84: Completed

Objective 22 (North Central Area)

Continue North Central Area Feeder Pattern Curriculum Council for implementing comprehensive, articulated instructional programs, K-12.

Status of Accomplishment as of 6/30/84: Completed

DIVISION OF MANAGEMENT AUDITS

MISSION OF THE DIVISION

Internal auditing is an independent appraisal activity within an organization for the review of operations as a service to management. The objective of internal auditing is to assist the administration, the Audit Committee, and the School Board by reviewing and appraising the activities of the school system, the integrity of its records, and the general effectiveness of its operations.

Objective 1

The Division of Management Audits, through the Audit Committee, will secure and review such financial and other information about the school system, both external and internal, to ensure that the overall audit coverage of the Dade County Public School System is sufficient and appropriate to protect the citizens of Dade County, Florida, from undue risks, and that an adequate system of internal controls has been implemented and is being effectively followed.

Status of Accomplishment as of 6/30/84: Completed

Objective 2

The Division of Management Audits will expand the scope of its auditing activities by the use of standardized audit procedures, sampling techniques, and computerized audit tools.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3

The Division of Management Audits will develop an annual audit plan. This plan will identify the overall scope of scheduled examinations. Reviews requested by the School Board, Audit Committee and Superintendent will be included in this plan.

Status of Accomplishment as of 6/30/84: Completed

Objective 4

The Division of Management Audits will perform operational audits of functional units within the school system to improve the efficiency of its operations.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 5

The Division of Management Audits will review and evaluate the automated Personnel/Payroll and Budget/Finance Systems (MSA).

Status of Accomplishment as of 6/30/84: Completed

DIVISION OF MANAGEMENT AUDITS

Objective 6

The Division of Management Audits will perform periodic inventories of property owned by the Board to ensure proper safeguarding of its assets.

Status of Accomplishment as of 6/30/84: Completed

Objective 7

The Division of Management Audits will establish a comprehensive training program to ensure the technical proficiency of its staff, particularly in the area of computerized auditing, statistical sampling, and modern auditing techniques and concepts.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 8

The Division of Management Audits will strive to maximize the efficiency of its auditing resources by revising the audit approach, audit programs, and reporting formats of the internal funds audits at the schools.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 9

The Division of Management Audits will monitor and issue status reports on major audit findings and recommendations made by external auditors and other parties reviewing the school system's operations.

Status of Accomplishment as of 6/30/84: Completed

Objective 10

The Division of Management Audits will establish the function of data processing auditing.

Status of Accomplishment as of 6/30/84: Completed

OFFICE OF LEGISLATIVE AND LABOR RELATIONS

MISSION OF THE OFFICE

- Represent the Superintendent and School Board in negotiations with certified bargaining agents and in third party proceedings: mediation; special master hearings; grievance arbitrations; prosecution or defense of unfair labor practice charges; court and Public Employees Relations Commission cases; and non-instructional dismissal, suspension, and non-reappointment hearings.
- Prepare and advance the DCPS annual legislative program on behalf of the Superintendent and School Board.

Objective 1

The Office of Legislative and Labor Relations, in cooperation with the Management Academy, will develop and conduct for administrators, inservice courses dealing with: contract management, grievance procedures, timelines and notice requirements, and other procedural elements of negotiated contracts.

Status of Accomplishment as of 6/30/84: Completed

Objective 2

The Office of Legislative and Labor Relations will prepare for the Superintendent's and Board's consideration a proposed program of legislative priorities.

Status of Accomplishment as of 6/30/84: Completed

OFFICE OF EDUCATIONAL ACCOUNTABILITY

MISSION OF THE OFFICE

To provide the planning, testing, research, and evaluative support required for decision-making regarding development, continuation, and/or modification of educational and support programs.

Objective 1

The Office of Educational Accountability will develop a comprehensive, cyclical evaluation system which provides for both internal and external evaluations. Priority concerns identified annually through the needs assessment process will be balanced with the continual need to periodically assess all educational programs.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 2

The Office of Educational Accountability will conduct in-depth evaluations to assist the School Board in setting policy and the administrative staff in making decisions concerning the planning and implementation of programs.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 3

The Office of Educational Accountability will establish and pilot procedures for disseminating the results of evaluation studies and management analyses. The procedures will assess the extent to which the reports are perceived to be accurate and useful and also the extent to which evaluation recommendations have been implemented or management analyses used in the decision-making process.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 4

The Office of Educational Accountability will continue the development of subject area test items for inclusion in the test item bank. The program of subject area test development was initiated to obtain information on attainment of locally determined curriculum objectives.

Status of Accomplishment as of 6/30/84: Completed

Objective 5

The Office of Educational Accountability will improve the delivery of testing information to the schools by providing Stanford individual listings to schools by September 1, disseminating various systematic analyses of scores immediately and directly to school principals through participation in their regular meetings, and providing detailed follow-up information to the entire school faculty.

Status of Accomplishment as of 6/30/84: Completed

Objective 6

The Office of Educational Accountability will produce and disseminate a single document, Dade County Public Schools Statistical Abstract, which will combine several existing annual reports; contain expanded districtwide statistics which will include in-depth analysis/comments that will better serve as a resource tool and assist DCPS administrators in the decision-making process; and include a comprehensive directory of data available in the computer files.

Status of Accomplishment as of 6/30/84: Completed

Objective 7

The Office of Educational Accountability will strengthen its management analysis and institutional research functions by developing a plan for needs assessment in the non-instructional programs and implementing a systematic program to conduct studies/analyses designed to improve the delivery of services to students.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 8

The Office of Educational Accountability will continue to refine the procedures and processes used in comprehensive long range planning. The planning system is to include the following minimum elements: (1) Needs assessments coordinated with wide participation by the School Board, citizens, and staff in setting the system goals; (2) Planning adequately coordinated with the budget development process; (3) Plans developed by each administrative unit to achieve the system's goals; and (4) Continual assessment of goal attainment through a process of independent appraisal/monitoring of the goals and objectives.

Status of Accomplishment as of 6/30/84: Completed

Objective 9

The Office of Educational Accountability will improve the efficiency of the production of evaluation studies and standard reports.

Status of Accomplishment as of 6/30/84: Completed

Objective 10

The Office of Educational Accountability will build a network within the office and with other large school districts, universities, and other educational accountability or research units (including private industry) for the purpose of exchanging information through traditional methods and potentially through interactive computer networks.

Status of Accomplishment as of 6/30/84: Partially Completed

Objective 11

The Office of Educational Accountability will establish procedures to review and monitor programs and activities implemented by the Dade County Public School system to address the issue of racial isolation.

Status of Accomplishment as of 6/30/84: Completed

Objective 12

The Office of Educational Accountability will continue to refine the procedures for selecting and managing contractors in the external evaluation of certain projects/programs and expand and renew the pool of these contractors interested in working with DCPS and qualified to perform evaluation studies. Particular effort will be made to identify local competent minority contractors.

Status of Accomplishment as of 6/30/84: Completed

APPENDIX B

This Appendix contains the objectives (including sub-objectives) that were selected for independent review by the Office of Educational Accountability. These objectives were selected based on a random sample of 10 percent (at least one objective was selected for offices with less than a total of 10 objectives).

The objectives and sub-objectives are stated exactly as they appear in the District Comprehensive Plan, 1983-84 to 1987-88. The narrative under the heading of COMMENT represents the findings of the Office of Educational Accountability staff as to the status of accomplishment of the objectives. The findings were based on the documentation provided by the bureau/office responsible for the implementation of the objectives.

BUREAU OF EDUCATION

OBJECTIVE 1.1.3

The Office of Elementary and Secondary Education will implement inservice training programs for elementary and secondary school teachers to improve their instructional capabilities in mathematics skills, especially in light of revised instructional objectives.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE		COMMENTS (Independent Review)
1.1.3.1	Total Mathematics Program (TMP) workshops will be conducted.	Completed: Total Mathematics Program (TMP) workshops were conducted.
1.1.3.2	Math workshops will be held for secondary school department heads and other mathematics teachers.	Completed: Mathematics workshops were held for secondary school department heads and other mathematics teachers.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

OBJECTIVE 1.3.1

The Office of Elementary and Secondary Education will provide on-site service to implement RS/VP in elementary schools adopting and initiating the system in 1983-84.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENTS (Independent Review)
1.3.1.1 RS/VP Update courses for administrators will be made available in the four Areas on a continuing basis through Management Academy.	Completed: RS/VP updated courses for administrators were made available on a continuing basis through the Management Academcy.
1.3.1.2 The Reading Supervisor and staff will provide on-site services as necessary to ensure the successful operation of the program.	Completed: The Reading Supervisor and Staff were provided on-site services to ensure the successful operation of the RS/VP Program.
1.3.1.3 Materials will be reviewed and updated as needed.	Completed: Materials were reviewed and updated as needed.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 1.3.3

The Office of Elementary and Secondary Education will provide parents of children in the elementary grades with those skills and strategies they must possess in order to help their children master basic skills.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENTS (Independent Review)
1.3.3.1 A Parent/Child Activities Calendar will be introduced to parents while they are participating in a workshop activity. During the workshop activity, parents will practice implementing activities that appear in the P/C Activities Calendar, as well as more elaborate activities that are completed and taken home.	Completed: A Parent/Child Activities Calendar was introduced and parents practice implementing activities that appeared in the P/C Calendar.
1.3.3.2 Parents guides to many attractions will be produced. These parents guides will help to enable both parent and child to turn visits to attractions into extremely meaningful learning experiences.	Completed: Parents guides to many attractions were produced and these guides enable both parent and child to turn visits to attractions into extremely meaningful learning experiences.
1.3.3.3 These guides will be distributed to parents while they are in a workshop activity where they have an opportunity to learn a little more about the attraction and also the contents of the guide.	Completed: These Parents guides were distributed to parents while they were participating in the workshops activities.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

BUREAU OF EDUCATION

OBJECTIVE 2.3.5

The Office of Elementary and Secondary Education will review possible linkages with community agencies as well as seek out those agencies which may serve as a resource to instructional programs for racially isolated students.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
2.3.5.1 Supervisors/coordinators will serve as a clearinghouse to those community agencies seeking to provide resources to the targeted schools to determine the educational value of the offered resource. A continual lookout for potential community agencies will also be conducted.	Completed: Supervisors/coordinators served as a clearing house to those community agencies seeking to provide resources to the targeted schools.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 3.2.3

The Office of Student Support Programs will redirect existing resources to adequately address the emotional and social needs of identified severely emotionally disturbed students.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
3.2.3.1 Identify fulltime classes (K-12) for the severely emotionally disturbed student.	Completed: Identified full-time classes in grades K-11 (there were no students in grade 12 in the severely emotionally disturbed category).
3.2.3.2 Identify those psychologists who have the training and experience in counseling and assign them to specific classes.	Completed: Identified two psychologists who had training and experience in counselling and assigned them to specific classes.
3.2.3.3 Establish a system of accountability to monitor program effectiveness as related to student progress.	Completed: Established a system of accountability to monitor program effectiveness.
3.2.3.4 Expand existing agreement with Metro-Dade FADC-FCDC.	Completed: Expanded existing agreement with Metro-Dade FADC-FCDC.
3.2.3.5 Provide additional art therapists to EH classes.	Completed: Provided two additional art therapists to SED classes.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 3.2.5

The Office of Student Support Programs will provide a Career/Life Skill program as a required portion of the Individual Educational Plan (IEP) for all alternative/exceptional education students.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
3.2.5.1 Utilize existing Career Awareness/Basic Skills materials to include instructional strategies for alternative/exceptional education students. Adapt materials as necessary.	Completed: The Office of Student Support Programs utilized existing Career Awareness/Basic Skills materials to include instructional strategies for alternative/exceptional education students.
3.2.5.2 Adapt existing Career Awareness Laboratory activities for alternative/exceptional education students.	Partially Completed: The laboratory was not physically completed until after the end of the fiscal year (first part of July, 1984).

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially Completed	Partially Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 3.3.4

The Office of Elementary and Secondary Education will implement a program of Advanced Placement (AP) courses in as many subject areas as possible, in all senior high schools, commensurate with the number of students in grades 10-12 who demonstrate the potential and desire to benefit from such courses.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
3.3.4.1 Implement workshops to provide curriculum training for inexperienced and experienced AP teachers in all subject areas.	Completed: Advanced placement workshops were held on January 27 and May 25, 1984.
3.3.4.2 Monitor guidelines and standards for AP courses, teachers, and the selection of students.	Completed: Monitored guidelines and standards for AP courses, teachers, and the selection of students.
3.3.4.3 Provide reduced class sizes for AP courses.	Completed: Provided reduced class sizes for AP classes by allocating one teaching unit for every 386 students periods of AP enrollment.
3.3.4.4 Provide appropriate instructional materials for all AP classes.	Completed: Provided appropriate instructional materials for all AP classes.
3.3.4.5 Analyze existing AP programs and examination results at each senior high school and for each individual AP subject area involved.	Completed: Analyzed examination results and AP Programs.
3.3.4.6 Strongly encourage AP students to take the AP Examinations and inform them of the many benefits derived from taking these examinations.	Completed: Encouraged AP students to take the AP examination.
3.3.4.7 Implement the newly approved AP Computer Science course and increase participation in AP Art and Music courses.	Partially Completed: Increased participation in the Art Course and inplemented the AP Computer Science Course but experienced a decline in participation in the music course.

OBJECTIVE 3.3.4
(continued)

3.3.4.8 Improve student participation in AP Biology, Chemistry, and Physics classes and their performance on the AP examination.	Partially Completed: Improved student participation in AP Chemistry and Physics classes but did not improve student performance on the AP examination.
3.3.4.9 Enhance the articulation process in each feeder pattern to identify and recruit academically talented students for AP classes, including emphasis on minority students.	Completed: The articulation process in each feeder-pattern to identify and recruit academically talented students for AP classes was enhanced.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially Completed	Partially Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 3.4.9

The Office of Elementary and Secondary Education will revise the procedures for purchasing and distributing instructional materials so as to provide for school purchasing of ESOL textbooks and other support materials.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
3.4.9.1 Establish a committee to review/revise current materials distribution procedures for ESOL and Basic Skills in the Home Language, involving elementary principals, Stores and Distribution, Office of Budget, and Office of Elementary and Secondary Education staff.	Completed: The Office of Elementary and Secondary Education established a committee to review/revise the current materials distribution procedures for ESOL and Basic Skills in the Home Language.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 3.4.11

The Office of Vocational, Adult and Community Education will provide services to adult students of limited English proficiency which will assist them in moving into the mainstream of the educational system and prepare them for employment.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
3.4.11.1 Establish a districtwide uniform Adult English for Speakers of Other Languages curriculum (ESOL) in the adult and skill centers with measurable entry and exit criteria based on an identified assessment instrument.	Completed: The curricula, including placement testing materials, were developed during 1983-84.
3.4.11.2 Conduct inservice training for all English for Speakers of Other Languages instructors, part-time as well as full-time.	Completed: Inservice training workshops were conducted April 25-27 and June 18-19, 1984.
3.4.11.3 Other orientation sessions for all new English for Speakers of Other Languages instructors at the beginning of each trimester.	Completed: Orientation sessions were conducted at the beginning of each trimester.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 3.5.1

The Office of Student Support Programs will help parents relate effectively to their emotionally handicapped students.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
3.5.1.1 Identify target population for whom workshop is intended.	Completed: Identified target population for whom workshop was intended.
3.5.1.2 Select convenient times for parents to attend workshops.	Partially Completed: The times the workshops were conducted could not be verified as convenient times for parents to attend those workshops.
3.5.1.3 Conduct workshops for parents of emotionally handicapped students.	Completed: Conducted workshops for parents of emotionally handicapped students.
3.5.1.4 Devise follow-up study to determine effectiveness.	Partially completed: Provided follow-up data but did not provide the results of a follow-up study on the effectiveness of the workshops.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially completed	Partially completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 4.3.4

The Office of Student Support Programs will plan an instructional program at the senior high level focusing on employability, work adjustment, and career education skils designed to prepare the minority exceptional student for successful post-secondary experiences.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
4.3.4.1 Through cooperative planning with the Office of Vocational, Adult, and Community Education, identify curricula related to employability, work adjustment, and career education.	Completed: The Office of Student Support Programs, through cooperative planning with the Office of Vocational, Adult, and Community Education, identified curricula related to employability, work adjustment, and career education.
4.3.4.2 Modify curriculum, where appropriate, to reflect the needs of minority students and adapt it to Exceptional Student Education.	Partially Completed: Modified curriculum, where appropriate, to reflect some of the needs of minority students was adapted to Exceptional Student Education. However, there was no evidence that the modified curriculum reflected all the appropriate needs of minority students.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation
Partially Completed

Independent Review
Partially Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 4.3.6

The Office of Student Support Programs, through the College Assistance Program (CAP), Inc., will gather funds to aid qualified graduates in obtaining money for post-secondary education expenses.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
4.3.6.1 Develop and maintain the CAP, Inc. Board of Directors organization as an instrument for the collection and distribution of donations by community contributors.	Completed: The Office of Student Support Programs, through the College Assistance Program (CAP), developed and maintained the CAP Inc. Board of Directors organization for the collection and distribution of donations by community contributors.
4.3.6.2 Maintain the annual procedure for distribution and monitoring of grants so that bylaws of CAP, Inc., are followed.	Completed: The Office of Student Support Programs maintained the procedures for distributing and monitoring grants so that by-laws of CAP, Inc. were followed.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF EDUCATION

OBJECTIVE 4.4.1

The Office of Vocational, Adult, and Community Education counselors/recruiters will increase by at least 10% the number of out-of-school youth and adults enrolled in basic skills programs through the adult and community education program.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
4.4.1.1 Employ additional counselors, recruiters, or occupational placement specialist to work in areas of large concentrations of uneducated and undereducated out-of-school youth and adults.	Completed: Employed six additional persons to serve as counselors/recruiters/placement Specialists.
4.4.1.2 Employ part-time curriculum resource person at each center to help coordinate and maintain a balanced curriculum.	Little or No Progress: Could not implement objective because funding was not provided.
4.4.1.3 Establish additional off-campus classes in the target areas as needed.	Completed: Several additional off-campus programs were established, e.g. LAMP (Learning Alternative Model Program) established for residents of Overtown and Wynwood.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially Completed	Partially Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF GOVERNMENT RELATIONS

OBJECTIVE 12

The Bureau of Governmental Relations will work cooperatively with other agencies to implement the Metro-Miami Action Plan and maintain an assessment of the status of all educational recommendations.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation
Completed

Independent Review

Partially Completed: In addition to working cooperatively with other agencies to implement the Metro-Miami Action Plan, the school district fully completed, or substantially completed 34 or 48 specific actions. Although some of the items were not completed because of high cost, incomplete data or modified action, the school district made major legislative changes to implement critical MMAP goals.

RESULTS OF INDEPENDENT REVIEW

BUREAU OF PERSONNEL MANAGEMENT

DIVISION OF PERSONNEL CONTROL

OBJECTIVE 3

The Division of Personnel Control will implement district investigative and disciplinary actions.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
3.1 Streamline existing structure for receipt and disposition of investigative reports.	Completed: The Division of Personnel Control streamlined the procedure for receipt and disposition of investigative reports.
3.2 Publish Guidelines, Investigative and Disciplinary Actions, and provide staff training.	Partially Completed: Presented draft of Guidelines, Investigative and Disciplinary Actions Report.
3.3 Expand existing communication structure to include all Bureaus and Offices, and quarterly meetings with State Attorney. Implementation Date: Ongoing	Partially Completed: Expanded existing communication structure but did not present evidence of quarterly meetings with State Attorney.
3.4 Streamline existing reentry controls in cooperation with the Office of Personnel. Implementation Date: September 1983	Little or no progress: Very little change in re-entry process.
3.5 Prepare comprehensive analysis of district notifications to new employees, including faculty handbooks, supervisor manuals, etc.	Little or no progress: Did not present the appropriate analysis.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially Completed	Partially Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF STAFF DEVELOPMENT

OBJECTIVE 8

The Bureau of Staff Development, through the Department of Management Assessment, will effect the provision of Board Rule 6GX13-4A-1.13, as it relates to the testing of technical skills and assessment of management potential of all qualified applicants for the position of principal and assistant principal. This will be evidenced by a published schedule of testing and assessments, as well as transmittal lists sent to the Department of Management Selection, indicating the status of each applicant.
Implementation Date: July 1983-June 1984

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
8.1 Contingent upon the completion of work in progress by the Office of Educational Accountability, administer, score and notify applicants of the results of their performance on the technical skills test.	Partially Completed: The portion of Board Rule 6Gx13-4A-1.13 and this objective relating to the administration of the Technical Skill Test could not be implemented as OEA did not complete test development activities until the Fall of 1984.
8.2 Implement training for an additional 25 assessors.	Completed: Implemented training for an additional 31 assessors
8.3 Develop a third set of assessment center exercises.	Completed: Developed a third set of assessment center exercises.
8.4 Duplicate approximately 50,000 pages of material required to conduct the assessment process.	Completed: According to report published by Bureau of Staff Development, a total of 42,000 pages of materials were duplicated.
8.5 Develop schedules for assessors and candidates.	Completed: Developed schedules for assessors and candidates.
8.6 Conduct assessments in accordance with the deadlines set forth by the Associate Superintendent, Bureau of Personnel Management.	Completed: The Department of Management Assessment conducted assessments in accordance with the deadlines set forth by the Associate Superintendent, Bureau of Personnel Management.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Partially Completed

*This objective had been completed as far as the tasks and the responsibilities of the Bureau of Staff Development were concerned. The overall assessment of the accomplishment was classified as "Partially Completed" because sub-objective 8.1, which was contingent upon the completeion of the Technical Skill Test by the Office of Educational Accountability, was not implemented. OEA did not complete test development until the Fall of 1984.

RESULTS OF INDEPENDENT REVIEW

BUREAU OF BUSINESS MANAGEMENT

OFFICE OF SUPPORT OPERATIONS

OBJECTIVE 2

The Department of Managment Information Systems (MIS) is a support organization created to satisfy the data processing needs of the Dade County Public School System. One objective of MIS is to assist the Bureau if Instruction in minimizing the manual effort of performing their function and providing accurate and timely information to their principals and staff managers to assist them in performing their function. This objective is accomplished by MIS performing the tasks listed in the sub-objective below.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
2.1 MIS will develop and implement an Online Registration System in all Vo-Tec Centers, Vocational Schools, and Skill Centers. An online system has been piloted in the Lindsey Hopkins Technical Education Center. Programming changes, training necessary, and user guides are necessary to make the system work in all centers and schools. Implementation Date: June 1984	Little or No Progress: No evidence that MIS developed and implemented an Online Registration System in Vo-Tec Centers, Vocational Schools, or Skill Centers.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially Completed	Little or No Progress

RESULTS OF INDEPENDENT REVIEW

BUREAU OF BUSINESS MANAGEMENT

OFFICE OF SUPPORT OPERATIONS

OBJECTIVE 8

Provide recommendations to the Purchasing Department for centralized contracting of automated office equipment in order to effect cost savings throughout the District.
Implementation Date: July 1983

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984	
SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation
Partially Completed

Independent Review
Partially Completed

The Department of Office Systems assisted the Department of Purchasing in recommending the purchase of reprographic equipment for school offices throughout the District.

RESULTS OF INDEPENDENT REVIEW

BUREAU OF BUSINESS MANAGEMENT

OFFICE OF SUPPORT OPERATIONS

OBJECTIVE 9

Implement office automation technology.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984	
SUB-OBJECTIVE	COMMENT (Independent Review)
9.1 Relieve the paperwork burden on educators in order to provide increased time for the educational process. Implementation Date: July 1983	Little or No Progress: The program to relieve the paperwork burden on educators was initiated after June 30, 1984.
9.2 Increase the productivity, effectiveness, and efficiency of clerical personnel throughout the district. Implementation Date: July 1983	Little or No Progress: The program to increase the productivity, effectiveness, and efficiency of clerical personnel throughout the district was initiated after June 30, 1984.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Little or No Progress	Little or No Progress

RESULTS OF INDEPENDENT REVIEW

BUREAU OF BUSINESS MANAGEMENT

OFFICE OF SUPPORT OPERATIONS

OBJECTIVE 12

The Bureau of Business Management through the Food Service Department will implement a system of standardizing and continued renovating of food service facilities and equipment.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984	
SUB-OBJECTIVE	COMMENT (Independent Review)
12.1 Provide self-contained kitchens for 2 of the 7 junior high schools that now have satellite food service programs on a schedule of two per year, until completed. Implementation Date: January 1984	Little or No Progress: No kitchens were established in any of the schools. Completed plans for Glades Jr. were submitted to the Florida Department of Education. The design for Homestead Jr. will be resubmitted in the 1985-86 budget.
12.2 Complete work now in progress to provide a finishing kitchen to those elementary schools with satellite programs that have no provision for food preparation, so the quality of food is improved. Develop policies and procedures for determining whether a school is to be self-contained, base, or satellite. Implementation Date: August 1983	Partially Completed: The design to have self contained kitchen for POD schools are 50 percent complete.
12.3 Schedule renovation of older food service facilities to bring these facilities up to standard. Implementation Date: June 1984	Partially Completed: The plans for renovating older food service facilities to bring these facilities up to standard are about 95 percent complete.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Partially Completed

RESULTS OF INDEPENDENT REVIEW

BUREAU OF BUSINESS MANAGEMENT

DEPARTMENT OF FACILITY PLANNING AND CONSTRUCTION

OBJECTIVE 3

Improve security of schools and also reduce false alarms by installing new card access entry (the plan called for the installation of the system in 10 schools during the period July 1983 to June 1984). *

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984	
SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially completed	Partially completed: Accomplishment under this objective was limited to installing the card access system in 2 schools (of the 10 planned).

* The statement in parenthesis was added by the Office of Educational Accountability based on the implementation schedule as shown in the "Evaluative Data" section of the District Comprehensive Plan, 1983-84 to 1987-88.

RESULTS OF INDEPENDENT REVIEW

BUREAU OF BUSINESS MANAGEMENT

DIVISION OF RISK MANAGEMENT

OBJECTIVE 2

Reduce Worker's Compensation claims; provide more meaningful and diversified work assignments for injured employees; return injured employees to work more expeditiously. Implementation Date: July 1983.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
2.1 Measure cost of restoring days to injured employees through the Extended Injury Leave program based upon current claims versus new claims.	Little or No Progress: The program was not implemented until after the close of the 1983-84 fiscal year, therefore an analysis of the cost of restoring days to injured employees during 1983-84 was not undertaken.
2.2 Measure number of days spent for recuperation versus current data.	Little or No Progress: No analysis was conducted to measure number of days spent for recuperation in 1983-84 as compared to 1982-83.
2.3 Measure substitute days necessary.	Little or No Progress: No analysis was conducted to measure substitute days necessary.
2.4 Get agreement at the bargaining table to implement the WERC (Worker's Education and Rehabilitation Compensation) plan.	Completed.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Partially Completed

RESULTS OF INDEPENDENT REVIEW

OFFICE OF ADMINISTRATIVE OPERATIONS

OBJECTIVE 1.5

The Office of Administrative Operations will serve as a consultant for a pilot feeder-pattern public relations plan to be designed and implemented by the feeder-pattern staff members themselves.
Implementation Date: February 1984

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation
Completed

Independent Review
Completed: Copy of the feeder pattern public relations program filed.

RESULTS OF INDEPENDENT REVIEW

OFFICE OF ADMINISTRATIVE OPERATIONS

OBJECTIVE 2.11

New partnerships that are representative of the community will be initiated and existing partnerships expanded according to identified needs.
Implementation Date:
Ongoing

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed: New partnerships that were representative of the community were initiated and existing partnerships expanded according to identified needs.

RESULTS OF INDEPENDENT REVIEW

OFFICE OF ADMINISTRATIVE OPERATIONS

OBJECTIVE 3.9

The Office of Administrative Operations through The Special Investigative Unit and the Office of Legislative and Labor Relations, will seek guaranteed funding for security programs.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

	SUB-OBJECTIVE	COMMENT (Independent Review)
3.9.1	Provide support data to justify additional State funds.	Completed: The 1984 Legislation Session provided guaranteed funding through the Safe School Act. The Dade County School Board also provided capital outlay funds for physical improvements to buildings to improve security.
3.9.2	Support a funding formula to assure funding of security programs throughout the district.	Completed: See comments above, under 3.9.1.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed

RESULTS OF INDEPENDENT REVIEW

OFFICE OF ADMINISTRATIVE OPERATIONS

OBJECTIVE 3.11

The Office of Administrative Operations, the Special Investigative Unit and MIS, will develop a data program to retrieve data related to reported incidents.
Implementation Date:
June 1984

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed: Developed a data program to retrieve data related to reported incidents.

RESULTS OF INDEPENDENT REVIEW

OFFICE OF SCHOOL OPERATIONS

OBJECTIVE 9

The Office of School Operations, through the Department of School Athletics and Activities and the GMAC, will complete a survey of athletic facilities needs for the subsequent five-year period.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
9.1 Develop and implement a system for surveying and forecasting funding needs. Implementation Date: June 1984	Partially Completed: Developed a survey form that was completed by involved personnel.
9.2 Submit proposals to acquire additional district-owned sports facilities and/or to upgrade and expand current facilities on School Board property. Implementation Date: November 1984	Little or No Progress: Proposals to acquire additional district-owned sports facilities and/or to upgrade and expand current facilities were not made available.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Little or No Progress	Little or No Progress

RESULTS OF INDEPENDENT REVIEW

OFFICE OF SCHOOL OPERATIONS

OBJECTIVE 20 (North Central Area)

Continue implementation of Elementary Turnaround project at Holmes, Little River, and Orchard Villa and expand to one area junior high school--Horace Mann.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
20.1 All students will attain computer literacy.	Partially Completed: The concerned schools indicated that only Chapter I students were involved in the computer literacy program. No evidence was however provided to show the level of achievement in computer literacy.
20.2 All students will have the opportunity to develop fine arts talents in specialized art, drama, and dance programs.	Partially Completed: The concerned schools indicated that some of the required building renovations were completed and staff development was provided for teachers.

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially Completed	Partially Completed

RESULTS OF INDEPENDENT REVIEW

OFFICE OF LEGISLATIVE AND LABOR RELATIONS

OBJECTIVE 1

The Office of Legislative and Labor Relations, in cooperation with the Management Academy, will develop and conduct for administrators, inservice courses dealing with: contract management, grievance procedures, timelines and notice requirements, and procedural elements of negotiated contracts.
Implementation Date: Ongoing

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Completed	Completed: Various inservice courses for administrators were developed and conducted dealing with contract management, grievance procedures, timelines and notice requirements and other procedure elements of negotiated contracts.

RESULTS OF INDEPENDENT REVIEW

DIVISION OF MANAGEMENT AUDITS

OBJECTIVE 10

The Division of Management Audits will establish the function of data processing auditing.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
None	

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation
Completed

Independent Review
Completed: The Division of Management Audits established the function of data processing auditing by hiring a coordinator and purchasing a terminal and microcomputer.

OFFICE OF EDUCATIONAL ACCOUNTABILITY

OBJECTIVE 2

The Office of Educational Accountability will conduct in-depth evaluations to assist the School Board in setting policy and the administrative staff in making decisions concerning the planning and implementation of programs.

STATUS OF ACCOMPLISHMENT AS OF JUNE 30, 1984

SUB-OBJECTIVE	COMMENT (Independent Review)
2.1 Conduct in-depth evaluation of the District's Secondary Guidance Program.	Completed: Conducted in-depth evaluation of the District's Secondary Guidance Program.
2.2 Conduct in-depth evaluation of the Management Assessment Center.	Completed: Conducted in-depth evaluation of the Management Assessment Center.
2.3 Begin the two-year comprehensive evaluation of the Bilingual Programs.	Completed: A three-year comprehensive evaluation of the Bilingual programs was begun in February 1984 (draft of first interim report was completed in October 1984).
2.4 Conduct in-depth evaluation of the computer education program.	Completed: Conducted in-depth evaluation of the Computer Education Program.
2.5 Complete the development of the Technical Skills Test for principals and assistant principals.	Partially Completed: Had not been completed as of 6/30/84. (Form A of the Technical Skills Test was completed and accepted by a panel of principals on September 20, 1984.
2.6 Give special emphasis to the design and implementation of the Chapter 1 evaluation while conducting the required annual compliance audits.	Completed: A revised evaluation design was implemented and the required compliance evaluation reports were completed.
2.7 Utilize the data obtained from the Beginning Teacher Program Evaluation and from the TADS pilot project in selected schools to design both a summative and formative evaluation of TADS.	Little or No Progress:

OVERALL ASSESSMENT OF ACCOMPLISHMENT OF OBJECTIVE

Self-Evaluation	Independent Review
Partially Completed	Partially Completed

NOTE: Since the review of the above objective was conducted by the Office of Educational Accountability staff, this review can not be considered as "independent".

The School Board of Dade County, Florida adheres to a policy of nondiscrimination in educational programs/activities and employment and strives affirmatively to provide equal opportunity for all as required by:

Title VI of The Civil Rights Act of 1964 - prohibits discrimination on the basis of race, color, religion, or national origin.

Title VII of The Civil Rights Act of 1964, as amended - prohibits discrimination in employment on the basis of race, color, religion, sex, or national origin.

Title IX of the education amendments of 1972 - prohibits discrimination on the basis of sex.

Age Discrimination Act of 1967, as amended - prohibits discrimination on the basis of age between 40 and 70.

Section 504 of the Rehabilitation Act of 1973 - prohibits discrimination against the handicapped.

Veterans are provided re-employment rights in accordance with P.L. 93-508 (Federal) and Florida State Law, Chapter 77-422, which also stipulates categorical preferences for employment.